

THE FOLLOWING DOCUMENTS
ARE ATTACHED:
(Please do not remove)

ER 0892 86

ER 1023 86

SUBJECT:

MEMORANDUM FOR: ER

This is a reference to ER 86-0656 and ER 86-0892.

Joyce
O/EKlin

Date 11 Mar 86

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ER.
file

Executive Registry
86- 1023

11 MAR 1983

MEMORANDUM FOR: Director, Intelligence Community Staff
General Counsel
Inspector General
Comptroller
Vice Chairman, National Intelligence Council
Director, Office of Congressional Affairs
Deputy Director, Public Affairs Office
Senior Review Panel
Administrative Officer, DCI Area
Executive Secretary

FROM: Chairman, E Career Service

SUBJECT: New Secretarial Program

1. The DCI has approved the new secretarial program described in the attached report from the Executive Director's Task Force on the Secretarial Occupation. I encourage you, your managers, and your secretaries to read it and the associated transmittal memoranda carefully. Implementation will begin right away, and we anticipate system turnover by 1 August 1986.

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2. The first step in the implementation process will be to convert our present secretarial positions to the appropriate Levels in the new system, followed closely by the people conversion exercise. The process and rules for accomplishing this are explained to the extent presently possible in the attached package, so I won't reiterate them here. The formal guidance for converting positions and people is being vetted with you now. The required changes in Personnel and Finance software are already underway, and appropriate Regulations are being drawn up. Overlaying this whole process will be an educational program for managers and secretaries to help us all understand the objectives and rules of the new system. Finally, the Secretarial Board proposed in the Task Force report has been assembled. It has five members, with all directorates represented. [redacted] secretary to the Executive Director, is its Chairman and also represents "E" Career Service. A copy of the Executive Directors' charge to this board is at Attachment B.

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3. A critical element of the new program is the concept of job enrichment. It is central to our widening of the window of opportunity for a substantially larger number of our secretaries

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than would otherwise be possible. The focus on job content, which derives from our doing away with the grade attraction principle does, as the EXDIR points out, offer a unique opportunity for a new professionalism in our secretarial cadre. I urge you to keep this factor in mind as you absorb the contents of the report.

4. We are going to have to restructure our panel system somewhat to conform to the new program. The new guidelines, as you will read, allow office-level panels to address Level 1 and 2 secretaries only, and to recommend promotion to Level 3. Because of the need to apply a somewhat wider perspective in staffing the two upper levels of the system, and also because we are up against directorate-level quotas at these levels, entry into Levels 3 and 4, as well as ranking, etc., will be determined by directorate-level panels--in our case, E Career Service-level panels. This puts a premium on objective, comprehensive performance appraisals. The makeup of the panels is prescribed in the report. We will have to sort this out at our next Career Board meeting. Over the short term, we are going to have to set up two ad hoc panels: one for the position conversion and the other for people conversion. Their work can proceed in parallel once the criteria for the respective processes are worked out. We will arrange a briefing session with OP for these panels to clear up any uncertainties about the objectives and goals of the new program. I will be getting back to you shortly on this.

25X1 5. There is little else I can add at this point beyond what is
25X1 contained in the report and the various memoranda attached to it.
25X1 Either myself or [redacted] who represented E Career Service on
the Task Force, will be glad to answer any questions you may have.
I can be reached on [redacted] and Bill is on [redacted]

[redacted]
George V. Lauder

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MEMORANDUM FOR:

ER

Attached is your file copy - I hand carried
pkgs to addressees.

Did not give you copy of att, as you should
already have (ER 86-0656).

S.
Log + File
See chit (addressee)

Date

P-100-1R

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86-

0892

4 March 1986

MEMORANDUM FOR: Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science & Technology
Chairman, E Career Service

SUBJECT : Implementation of the New Secretarial Program

1. Attached is the memo that went to the DCI concerning the new Secretarial Program, together with my and Bob Magee's additional recommendations. Without the enthusiastic support of you and your people, we could never have gotten this far. Now the real work begins. I would like to share three or four specific points with you as we begin.

2. The conversion of secretarial positions to appropriate levels in the new system will begin immediately and will be a joint effort between you and PMCD. The approach designed by the Task Force allows you to designate any secretarial position at any level, provided that you follow the overall percentage rules and provided that the jobs actually do have the content that we expect them to have. PMCD's role in the process is to help your people make the modifications to individual positions necessary to bring them up to the levels you believe are required using the guidelines contained in our new Agency standard, as well as a set of Agency-wide rules which PMCD will need your help in finalizing. So as a general rule, if your managers are unhappy with a PMCD final call on whether or not a position qualifies for the desired level, it will be because your people haven't made the appropriate adjustments to job contents.

3. Second, just as critical to getting off on the right foot is the set of decisions which your panels will need to make to assign all existing secretaries and clericals to appropriate levels. The transition will doubtless be painful for a few whose expectations will not square with your panel's decisions. I merely note the obvious: our credibility in implementing this important aspect of the new system will be directly proportional to the honesty with which we deal with these issues. Two closing notes regarding this part of the process: as with the positions, PMCD will be working with you on the criteria for converting the people. Also, shorthand will be required for entry into Level IV per my forwarding memo to the DDCI and DCI.

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4. Third, I hope you share my view of the importance of the Secretarial Board in this new program. Your representative to the Board has an important role to play in monitoring the panel processes, advising you on suitable secretarial representation on the various panels, advising OTE on the content and scope of the various training programs underway, working to develop effective involvement of our secretaries in future clerical recruiting programs, and in other areas. I am aware that to the extent your secretary helps with the Board's effective functioning, her ability to serve you may be reduced. I hope you share my sense that the importance of the task justifies this slight inconvenience.

5. Finally, in doing away with the grade attraction principle, we have provided an opportunity for a new professionalism in our secretarial cadre. Our secretaries will have in this system for the first time an identity of their own, a more active and organized role in the general health of their profession, and a whole new set of rules to go by. It's a lot to absorb in one gulp--for both secretaries and managers. It's going to take a lot of encouragement from you, and a lot of foresight and wisdom on the part of the Secretarial Board, to make this program work to the advantage of both parties.

6. We all have a lot to learn about this new system, and I urge you to follow events closely as the whole thing unfolds. The specific steps in the implementation process will be discussed with you by OP personnel.

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✓ James H. Taylor

Att: Secretarial Program pkg

ExDir:JT:smg (4 Mar 86)

Distribution:

Orig - retained by ExDir
1 - each Addressee
1 - ER

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